DETERMINING THE VALUES OF THE UNION COLONY FIRE/RESCUE AUTHORITY EMPLOYEES

EXECUTIVE LEADERSHIP

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ABSTRACT

While preparing to develop a strategic plan for the first time in the history of the Union Colony Fire/Rescue Authority it became apparent that employee personal values would require study if those values were to become a foundation for the strategic plan. This research project would assist the strategic planning group in determining those values and also provide further incite as to the accuracy of the survey results. The problem that this research project will address is the Union Colony Fire/Rescue Authority had not determined the values of its employees and was unable to develop a strategic plan without that information. The research required the use of both historical and descriptive methodologies. The research questions were:

1. What are values and how do they apply to the strategic planning process?

2. What benefits are there in applying employee values to a strategic plan?

3. How are values determined from employee audit results?

4. What are the values of the Union Colony Fire/Rescue Authority members?

The entire population of the Authority was surveyed as part of the procedures. There were seven subgroups developed from the results. Written material was reviewed concerning the subject of values. Data was compiled and analyzed by the author and interpreted for use by the strategic planning group. The findings provided a ranking of the employee values in relationship to the statement choices available to the employees. The values were ranked by importance and are available to be applied to the mission statement and vision for the organization. Several recommendations were

a result of the study of data, all of which can be implemented in a timely fashion. Other

audits will be performed in the future to insure the original data and findings are accurate.

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INTRODUCTION

Planning for the future of any organization, public or private, has required a process or means to accomplish that planning. As part of many different processes, a determination of employee values plays a key role in determining how the organization is perceived by the customer, or what service or product is delivered and how effectively and efficiently, it is delivered.

Each and every employee has a set of values which determines their behavior and how they perceive themselves within an organization. The values are often difficult to determine, even more difficult to measure and assess.

The problem that prompted this applied research project and which it will address is the Union Colony Fire/Rescue Authority (UCFRA) had not determined the values of it's employees and was unable to develop a strategic plan without that information. The values of the employee's are specific to them, but taken in context of companies, shifts and ranks a set of values reflecting the overall value system of UCFRA might be developed.

The overall purpose of this project was to determine the value's of the UCFRA employee's and be able to use that information for developing a selected strategic planning process with the eventual outcome being a strategic plan which would guide UCFRA into the future.

There were two research methods chosen to determine the employee values. An historical methodology was chosen to determine values and a descriptive methodology was chosen to determine, through surveys of UCFRA employees, the values of the fire authority. The purpose of these two research methods is to determine answers to the

following questions:

     1.   What are values and how do they apply to a strategic planning process?

     2.   What benefits are there in applying employee values to a strategic plan?

     3.   How are values determined from employee survey results?

     4.   What are the values of the UCFRA members?

BACKGROUND AND SIGNIFICANCE

The Union Colony Fire/Rescue Authority is a combination fire service organization consisting of 93 career sworn staff with 81 employees assigned to a three shift schedule. Each shift consists of one battalion chief, five lieutenants, 8 driver/operators and 13 firefighters in five firehouses. The members staff five pumpers, two heavy rescues and one truck company. Three of the pumpers provide ALS and all members are Colorado State certified to at least the EMT-Basic level. The service population is approximately 80,000 and occupies an area of 49 square miles.

The Authority staff is divided among three divisions; Support Services, Operations and Training/Safety. Assigned to the Support Services Division are the fire chief, a division chief, battalion chief (fire marshal), one fire investigator, two fire inspectors, a fire protection engineer and two civilian secretaries. The Operations assignment includes a division chief and the previously noted shift staffing and a part-time secretary. The Training and Safety has assigned a division chief, lieutenant and a training specialist. The administrative staff work from three different locations. The chief, training division and one secretary are located at the headquarters station. The support services staff are located,

one half block away, in the basement of another building. The operations division is located at an outlying station.

The Strategic Planning process of the Union Colony Fire/Rescue Authority (UCFRA) began in 1994 with a determination that UCFRA was not planning it's future in a logical, systematic fashion. Five year financial projections were being developed and provided to city management and the finance department but they were not associated with a long term outlook with what UCFRA was trying to accomplish. During the fall of 1994, a goal setting session, moderated by a consultant, was held for all officers of the Authority. During that goal setting session a consensus of the officers present indicated that some type of long range planning should occur. None of the chief officers offered at that time to be a part of the committee formed to begin the process.

The 1994 committee was composed of a captain (now titled battalion chief) and three lieutenants. The committee charged itself to conduct research and locate a process which would lend itself to the development of a strategic plan. An EFO paper written by Chief Mark Wallace, who had previously been an employee of the Authority, was chosen to be the model for the strategic planning process. The committee met with Chief Wallace and was able to develop employee surveys which would guide the determination of employee values. A lack of support from the chief officers for the process, or it's concept, brought the process to a standstill in early 1995. However, employee surveys were conducted and those results will be shared later.

In 1998 a new chief was hired and one of the goals promptly established for the organization was to complete a strategic plan by the end of 1999. The original committee,

which now included the new chief, began meeting again in July of 1998. The surveys

originally done in late 1994 were again released for completion by all members of UCFRA.

The difficulty in determining the values of the employees was apparent during the

1994 survey period. That same problem currently exists within the strategic planning

group. Determining the values is an imperative step in the process of strategic planning.

Measuring the results of the surveys and tabulating the data will give UCFRA the

opportunity to build a strong foundation for the remaining strategic planning process.

During the presentation of Unit 2 of the *Executive Leadership* course, titled "The

Management Process" it became apparent to this author that the individual members of an

organization each have a set of values or beliefs which determine the level of service that

organization provides. Those values and beliefs could influence a long term planning

process and provide a basis for that process. The determination had been made, prior to

attendance at the National Fire Academy class, to initiate the process for a second time. It

became even more apparent that determining the individual values would provide the

necessary foundation for an excellent strategic plan.

An awareness and understanding of personal values is essential, because what a

person values is a good predictor of where he/she chooses to invest his/her energies. For

instance, one person may be more interested in getting things done in a timely and efficient

manner, while another finds it more important to maintain friendly relations with co-workers.

 Depending on the job at hand, this may mean a mismatch between the person's values

and job requirements. This mismatch or gap can impact the organization in terms of lower

productivity and higher turnover.

LITERATURE REVIEW

The purpose of the review of the literature was to secure as much background,

knowledge and insight as possible to assist in the support of the research project. During

the review of literature many interesting concepts, theories and philosophies were provided

which all helped me to comprehend the results of the surveys concerning the personal

values audit.

It is the opinion of Mark Wallace, in his book, *Fire Department Strategic Planning:*

Creating Future Excellence (1998), that all individuals hold a specific set of values which

influence our day-to-day thoughts, desires and actions. He also indicates that collectively

those individual values can be determined by using several different types of survey

instruments. Once those values are determined they then will form a foundation for the

strategic planning process within a fire service organization. The described process

includes determining the values of outside stakeholders. This research project only

focused on the internal staff.

In Ramon J. Aldag's and Arthur P. Brief's book, *Managing Organizational*

Behavior, (1981), the authors determined through a survey conducted by them that age has

a significant impact on the work attitudes and behaviors. The young worker has a different

set of work values than middle-aged and older workers. The nature of the work was more

important than the economic benefits. They also defined the difference between a

pragmatic vs. ethical-moral values. The pragmatic person will participate in an act by

asking "Will engaging in the act help me become more successful?" An ethical-moral

person will ask "Is the act right or wrong?" This book provided insight into the factors which

may influence selection of responses during the personal values audit.

In the book, *Corporate Cultures: The Rites and Rituals of Corporate Life*, (1982),

by Terrance E. Deal and Allan A. Kennedy, they relate how values provide a sense of

common direction for all employees and guidelines for their behavior. They also believe

that a successful corporation has employees that can identify, embrace and act on the

values of the organization. Deal and Kennedy provide a view of values from the corporate

side whereas Wallace indicated that the system would be employee driven. Almost a 180

degree philosophical difference. Though the book was dated by today's standards it did

raise the question with this author as to what truly drives the value system, the employee or

the organization. They also related that when organizations hold shared values they

typically gain great strength, especially when those values are shared and known.

Chief Dick Minor of the Loveland Fire Department, Colorado, in an article for

Responder, (1995), writes that values become the framework of the department and the

type of services that are provided to the public. His approach is similar to that of Chief

Mark Wallace. They both indicated that we need to find out how we want to act as an

organization and how do we want life to be on a day-to-day basis within the fire service

organization.

In his article titled, A Time to Plan, for *Responder* (1995), John M. Searing relates

how individual and collective performance are a function of the values that motivate

behavior. He suggests that leaders of an organization need to determine the values of an organization. His approach did not specify a method or means to determine those values. He did stress the need for a strategic plan with values being a significant consideration.

In a speech titled Values-Joining Together and Merging Individual Goals, (1996), William Gorden discusses value-added attitude and action. He primarily focuses on the individual and how nurturing a value-added attitude and action will benefit the individual. Some of his value-added principles include: 1. Adding value begins with working on self-improvement.; 2. Adding value is linked to loving what you do and for whom you work.; 3. Adding value flows from "owning' what you do and "wanting" to do what you do. Relating to a personal values audit was somewhat difficult but the text of the speech does provide a means to view the results of the audit in a context of improvement and how that might be accomplished.

Captain David Ross, a member of the Toronto, Ontario Fire Department relates in an article for *The Voice,* (1995), that the primary reason for identifying organizational values is that such values influence how people behave. He feels they also determine the culture of the organization. Once again, quite the opposite of Chief Wallace's Book.

Information on this topic was readily available and several articles were provided to the author by the Learning Resource Center, Emergency Training Center.

PROCEDURES

The review of literature concerning value's of employees and how they are measured defined the difficulty is determining those value's and their effects on an

organization, especially fire service organizations. It was the author's decision to utilize both historical and descriptive methodologies of research in order to obtain the information to reach the necessary conclusions concerning the values of UCFRA employees. T. David Harlow of the Fairborn Fire Department, Ohio, offered the following quote. "Two of the principal types of assumptions which form a culture are shared beliefs and shared values. What has to be measured is not what the person says his/her beliefs and values are, but what his/her actions are."

The descriptive research practices were used to begin the first step of the values audit process. The purpose was to determine the values of all employees as they currently exist. The values audit may or may not be influenced by the day to day activities of the individual survey respondents. It consists of a values audit survey, developed and provided by Chief Mark Wallace. This survey was not purchased as Chief Wallace was in the process of writing a book and was receptive to UCFRA using his survey. The survey was designed to determine personal values, based on a predetermined set of value statements which would be ranked by the survey participants.

This survey was first circulated and completed by all members of UCFRA in the fall of 1994. The survey was prepared and each employee was contacted, by visiting each station and division, to explain the strategic planning process and how the information the employees provided would assist in determining the foundation for the process. Confidentiality was insured and a request was made that the survey be completed individually and not as a group. The same survey was re-distributed and completed by all members during late summer 1998.   The same emphasis was placed on confidentiality

and education as to the need for the survey. It is important to the overall process to seek

as much information as possible, therefore, every employee of UCFRA completed the

survey. This provides a descriptive measure of the values as perceived by members of

UCFRA.

The Values Audit survey offered the opportunity for the respondent to rank their

responses by completing the following sentence: _____ is/are important to me. A

ranking was assigned to each statement with 1 = most important; 10 = least important.

The statement choices were:

1. Getting along with co-workers. _____

2. Professional reputation. _____

3. Achievement of department goals. _____

4. Excitement. _____

5. Leisure time for family or fun. _____

6. Material wealth. _____

7. Respect of peers. _____

8. Contribution to society. _____

9. Pleasing others. _____

10. Accomplishing personal goals. _____

During the process, the author continued research through literature review.

As all members of UCFRA completed the survey the author can state that 100

percent of the study group completed the survey.

Additionally, while attending the National Fire Academy course titled *Executive*

Leadership, the author offered the survey to members of the class for completion.

Information was provided to the class as to the purpose of the survey and the value it might

provide as a benchmark in comparison to UCFRA employees. As all members of the

class were chief officers the author's thought was to informally compare the data received

from the class to that of the UCFRA employees to determine if values are significantly

different, based upon position within a fire service organization. Fourteen members of the

class responded by completing the survey.

Upon receipt of the completed surveys a summary score sheet was used to log the

results of the survey. Since each respondent was able to assign a value to each statement

the score sheet was arranged to log the point value given a specific response to a specific

question. For example, if statement No. 1 received a 5, that response was logged in the

point value 5 box. If the next survey participate assigned a point value of 4 to statement No.

1 the response was placed in the point value 4 box. Each point value box total was

multiplied by the number of responses received and assigned to that box. All boxes, one

through ten, were then added together and divided by N, which is the number of

respondents. This provided an average importance for each statement.

The data was compiled by rank, station, and shift. The purpose was to determine if

a significant difference existed between ranks, shifts and stations.

This process is ongoing and will be supplemented in the future with an additional

values audit. As the base of the strategic planning process a confirmation of the data will

be necessary.

Several limitations were observed during the development of the survey:

1.   The survey statements cover a limited number of values which might or

might not be present within the employee group. The strategic planning

group selected the statements available for response and some bias may

be present in those statements.

2.   The evaluation of the data was conducted by members of the strategic

planning group and could project bias as to the exact meaning of the   data.

3.   An attempt was made to design the audit statements so they would reflect

a fire service organization but no attempt was made to provide a review of

the statements by an outside consultant to determine bias in the

statements.

Definition of Terms

The following terms were used in this research and are presented here for the

understanding of the reader:

Battalion Chief   A supervisor of personnel on duty for a shift.

Chief   The chief executive officer of the organization.

Firefighter   A line employee assigned to an engine, heavy rescue or
                               ladder unit.

Fire Prevention   A group of employees assigned to day staff positions, 40
                               hours per week.

Study Population   All employees of the Union Colony Fire/Rescue Authority.

Subgroup   A specific population composed of UCFRA employees

                               based upon assignment to work functions.

Value   Standard or principle regarded as desirable or worthwhile.

Value System   An enduring organization of standards or principles which

    represent the preferred conduct or operational results of an

  organization.

RESULTS

  The results of the research project came from the collection of the data, its

evaluation and a determination of the values of UCFRA employees. The author had

several goals which were undertaken: one is to answer research questions as stated in the

introduction: the second is to identify other information which may guide the strategic

planning process.

  The first step was to define a process for determining the values of the employees.

The values audit was identified as a means to determine those values. The author, by

compiling the audit results, then was able to rank the values of the employees. The author

was limited by the design of the values statements, however, a fairly accurate result will be

the values of the UCFRA members.

  Results of this research project are provided in text form with a more

comprehensive summary found in the appendix.

Personal Values Audit

Chiefs and Staff (see Table 1, Appendix A)

  Six respondents were included in this category. Statement Number 3, Achievement

of Department Goals, received the highest ranking with a score of 2.83. Statement

Number 10, Accomplishing Personal Goals, ranked second, scoring 3.00, and Statement

Number 2, Professional Reputation, scored 4.00, ranking it number 3.

Battalion Chiefs (see table 2, Appendix A)

Five audits were received in this category. Statement Numbers 2 and 8, Professional Reputation and Contribution to Society, tied for the highest ranking. Statement Numbers 5 and 7, Leisure time for Family/Fun and Respect of Peers, tied for the number 2 ranking with a score of 4.00. The number 3 ranking with a score of 4.60 was Statement Number 1, Getting along with Co-workers.

Fire Prevention (see table 3, Appendix A)

Four respondents were included in these results. The number 1 response was Statement Number 7, Respect of Peers, scoring 2.25. The number 2 response was a tie, with a score of 4.50, between Statement Numbers 1, 2, 5, and 10, Getting Along with Co-workers, Professional Reputation, Leisure Time for Family/Fun, and Accomplishing Personal Goals, respectively. The number 3 response was Statement Number 8, Contribution to Society, with a score of 5.75.

A Shift (see table 4, Appendix A)

Twenty-one respondents were included in these results. The number 1 response, with a score of 3.52, was Statement Number 5, Leisure Time for Family/Fun. Scoring number 2 was Statement Number 2, Professional Reputation, with a score of 3.86. Number 3 response was Statement Number 10, Accomplishing Personal Goals, with a score of 4.43.

B Shift (see table 5, Appendix A)

Results for twenty-one respondents are included. Leisure Time for Family/Fun,

Statement Number 5, received the highest ranking with a score of 3.43. Ranking number 2

was Statement Number 10, Accomplishing Personal Goals, scoring a 3.62. Statement

Number 8, Contribution to Society, with a score of 4.52, ranked number 3 on this particular

shift.

C Shift (see table 6, Appendix A)

Twenty-one respondents are included in this shifts results. The number 1 response

was Statement Number 2, Professional Reputation, scoring 3.47. Scoring number 2, with

a score of 3.79, was Statement Number 7, Respect of Peers. The number 3 response for

this shift, at a score of 3.95, was Statement Number 5, Leisure Time for Family/Fun.

Composite (see table 7, Appendix A)

The overall composite ranked Statement Number 5, Leisure Time for Family/Fun,

as the overall number 1 answer. It scored a 3.87. The number 2 rank was Professional

Reputation, Statement Number 2, with a score of 3.96. Statement Number 10,

Accomplishing Personal Goals, scored third with a score of 4.14.

DISCUSSION

Defining the need to prepare a strategic plan for the Union Colony Fire/Rescue

Authority was accomplished several years ago during an all officers goal setting session.

The process was initiated by a Battalion Chief and three Lieutenants who volunteered to

research, identify and select a process that would be applicable to a fire service

organization. The chief officers at that time were not committed to the process and after

approximately 10 months, during which time requests to the chief were not completed, the process was suspended. A new chief was selected by UCFRA in June, 1998, and discussions were held concerning the need for a strategic plan. The initial working group was contacted and the determination was made to revive the process and repeat the work that was previously completed. Completion of the strategic plan was identified as a goal for UCFRA by staff and attached to the 1999 Goals presented to the governing body of the Authority.

The initial step in the planning process is to identify the values of the employees. It was understood that this process would be time consuming and difficult to ascertain. Many perceptions about values were present within the organization. The validity of data gathered by this research would be crucial to the development of the strategic plan, and would form the foundation for additional development of the plan.

Every individual has a set of values which determine their responses to situations in the workplace. Identifying those values would allow the Authority to avoid guessing or relying on the values of one member, the chief for example, or a small group of individuals. Otherwise, what is important to all the employees. Once this is determined a common mission, built upon the values of the organizations members, will be identified and stated. The stakeholders are then a significant contributor to the future planning process.

As the strategic plan is completed and is in effect for a period of time, a review of the values would need to be re-visited. However, the values audit performed in 1994, though not reported as part of this research, indicates that the ranking of the statements did not change. The ranking by the chief officers in the *Executive Leadership* course,

September 1998, also indicated that their values were very similar to those of the Union

Colony Fire/Rescue Authority employees.

Another very important consideration was the confidentiality of the audit information. All members completing the survey were presented with a commitment that their individual responses would remain confidential.

A strong consensus was indicated throughout the organization and it should be noted that there are areas of discrepancy.

As indicated in the "Results," the Leisure Time for Family/Fun was identified as the composite number one value of UCFRA employees. This result may have an effect on how the organization schedules work, how negotiations might proceed concerning leave issues, and how family might influence the day-to-day activities of the individual employee.

Professional Reputation was indicated as the number two composite value. It was raked as high as number one by one subgroup and as low as number four by another subgroup. This result indicates that the firefighters individually seek to have a reputation which coincides with their performance at the emergency scene, during public presentations, while performing company inspections and in the view of their peers. This values statement did not identify the source of the Professional reputation, either external or internal to the Authority. This value would lend itself to development of standards upon which the individual could demonstrate their proficiency in service delivery.

As the Authority develops accountability issues the perceptions associated with the number 3 ranked values statement, Accomplishing Personal Goals, need further defining. Are these goals associated with the work environment or more closely associated with the

employees personal life? Further research with an additional survey with an expanded scope of the values statements may be necessary.

Respect of Peers was ranked number four overall and was ranked by the subgroups from one to five. Conclusions related to this ranking include that it is important to be perceived as a contributing member to the "team", a professional who is skilled at providing emergency service, and an individual with a work ethic which engenders respect.

The number five ranking in the composite scores was the value statement, Contribution to Society. Members realize that it is important for them to provide a service that contributes to the safety and well being to those served.

Ranked number 6 is the value statement, Getting Along with Co-workers. The survey results indicate that within the team environment it is very important for the employee to have relationships that support a pleasant work environment. Assignment of personnel, tasks and completion of work would influence this value. To the author it also indicates a willingness to share the work load and assist each other complete tasks.

Achievement of Department Goals as a value ranked seventh. I believe that this result can be directly tied to the amount of input provided by the survey group into the goal setting process. For years past, the line employee was not allowed to provide input into planning or goal setting occurring within the Authority. There was no link for the employee to these goals. Ownership was strictly located at the chief officer level.

As the eighth ranked values statement, Pleasing Others does not seem to be a value that will guide the strategic planning process. My question at this point is this result based upon internal or external factors? Does the general employee population indicate

that we don't need to please the public. Results previously mentioned indicate that it is more important to get along with co-workers and have peer respect.

Material Wealth, ranked number nine in the values statements, fits in with what Maslow has indicated in his hierarchy. Once the wages and benefits are satisfactory other issues become significantly more important to the individual. An interpretation by me might be that UCFRA employees are satisfied with their compensation package.

The number ten ranked values statement was somewhat surprising to me.

Excitement has always been related to the type of work performed by a fire service

organization. UCFRA employees apparently do feel that job satisfaction is delivered to

them in the form of excitement.

RECOMMENDATIONS

The following recommendations are supported by the analysis and interpretation of the data collected on values of the Union Colony Fire/Rescue Authority employees.

Each recommendation will be supported by the findings and will address the values as they relate to the over all strategic planning process.

Audit Results

The personal values audit should be re-visited on an regularly scheduled basis. Research indicates that employee population age may significantly influence the values of the organization. The average age was not considered when conducting the survey but historical research indicated that there may be a relationship. An additional instrument

should be used to determine personal values. This would provide varification of the initial audit and provide information not previously gathered.

Application

The application of these values must be included in the Mission Statement of UCFRA. The current mission statement was written without the influence of values, other than those of the chief officers. The benefits derived from adding employee values to the strategic plan include:

1.   A feeling of ownership by the employee.

2.   A focus to accomplish the mission.

3.   A clear vision of where the fire/rescue authority is attempting to go.

Accountability

Members of the strategic planning group should continue to seek as much input as possible in an effort to complete the strategic plan. The group has yet to finalize the values of the employees and in fact have focused on comments received from a second audit of general comments. The group should complete this process on time and with the organization as the focus.

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APPENDIX A

Personal Values Audit
Results

Table 1
Chiefs and Staff

Unit	Statement Number	Score	Rank	Statements
	1	5.33	6	Getting Along with Co-workers
	2	4.00	3	Professional Reputation
	3	2.83	1	Achievement of Department Goals
	4	9.17	10	Excitement
	5	5.83	7	Leisure Time for Family/Fun
	6	7.83	8	Material Wealth
	7	4.33	4	Respect of Peers
	8	4.50	5	Contribution to Society
	9	8.17	9	Pleasing Others
	10	3.00	2	Accomplishing Personal Goals

Personal Values Audit
Results

Table 2
Battalion Chiefs

Unit	Statement Number	Score	Rank	Statements
Battalion Chiefs	1	4.60	5	Getting Along with Co-workers
	2	3.20	1	Professional Reputation
	3	5.80	7	Achievement of Department Goals
	4	9.80	10	Excitement
	5	4.00	2	Leisure Time for Family/Fun
	6	8.00	9	Material Wealth
	7	4.00	2	Respect of Peers
	8	3.20	1	Contribution to Society
	9	7.00	8	Pleasing Others
	10	5.20	6	Accomplishing Personal Goals

Personal Values Audit
Results

Table 3
Fire Prevention

Unit	Statement Number	Score	Rank	Statements
Fire Prevention	1	4.50	2	Getting Along with Co-workers
	2	4.50	2	Professional Reputation
	3	6.25	7	Achievement of Department Goals
	4	7.50	8	Excitement
	5	4.50	2	Leisure Time for Family/Fun
	6	7.50	8	Material Wealth
	7	2.25	1	Respect of Peers
	8	5.75	6	Contribution to Society
	9	7.75	10	Pleasing Others
	10	4.50	2	Accomplishing Personal Goals

Personal Values Audit
Results

Table 4
A Shift

Unit	Statement Number	Score	Rank	Statements
A Shift	1	4.52	4	Getting Along with Co-workers
	2	3.86	2	Professional Reputation
	3	5.95	7	Achievement of Department Goals
	4	7.81	9	Excitement
	5	3.52	1	Leisure Time for Family/Fun
	6	8.24	10	Material Wealth
	7	4.76	5	Respect of Peers
	8	5.19	6	Contribution to Society
	9	6.71	8	Pleasing Others
	10	4.43	3	Accomplishing Personal Goals

Personal Values Audit
Results

Table 5
B Shift

Unit	Statement Number	Score	Rank	Statements
B Shift	1	5.48	6	Getting Along with Co-workers
	2	4.57	4	Professional Reputation
	3	6.57	7	Achievement of Department Goals
	4	7.86	10	Excitement
	5	3.43	1	Leisure Time for Family/Fun
	6	6.67	8	Material Wealth
	7	5.14	5	Respect of Peers
	8	4.52	3	Contribution to Society
	9	7.14	9	Pleasing Others
	10	3.62	2	Accomplishing Personal Goals

Personal Values Audit
Results

Table 6
C Shift

Unit	Statement Number	Score	Rank	Statements
C Shift	1	4.58	5	Getting Along with Co-workers
	2	3.47	1	Professional Reputation
	3	5.74	7	Achievement of Department Goals
	4	7.16	8	Excitement
	5	3.95	3	Leisure Time for Family/Fun
	6	7.63	10	Material Wealth
	7	3.79	2	Respect of Peers
	8	4.74	6	Contribution to Society
	9	7.21	9	Pleasing Others
	10	4.42	4	Accomplishing Personal Goals

Personal Values Audit
Results

Table 7
Composite (All Employees)

Unit	Statement Number	Score	Rank	Statements
Composite	1	4.87	6	Getting Along with Co-workers
	2	3.96	2	Professional Reputation
	3	5.83	7	Achievement of Department Goals
	4	7.88	10	Excitement
	5	3.87	1	Leisure Time for Family/Fun
	6	7.57	9	Material Wealth
	7	4.41	4	Respect of Peers
	8	4.74	5	Contribution to Society
	9	7.14	8	Pleasing Others
	10	4.14	3	Accomplishing Personal Goals